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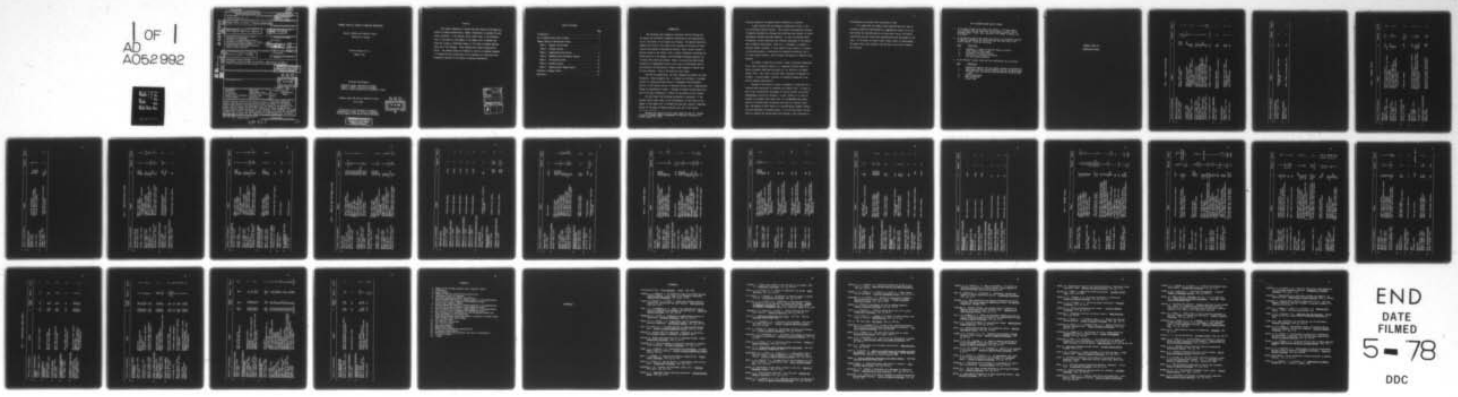

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Organizational Commitment	Work Unit Size	Tenure	
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This report summarizes in tabular form the results of 104 empirical studies of employee absenteeism. Summary information is provided for each study, including: (1) the specific factor under study; (2) the investigators; (3) the nature of the sample; (4) the sample size; (5) whether the study was a group or individual design; (6) the types of absence measures used; and (7) the findings. Study findings are further categorized by factor. The summary tables are intended to serve as a reference document. It is hoped that the availability of this document will facilitate more integrative research on the subject of employee absenteeism.

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SUMMARY TABLES OF STUDIES OF EMPLOYEE ABSENTEEISM

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University of Oregon

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Abstract

This report summarizes in tabular form the results of 104 empirical studies of employee absenteeism. Summary information is provided for each study, including: 1) the specific factor under study; 2) the investigators; 3) the nature of the sample; 4) the sample size; 5) whether the study was a group or individual design; 6) the types of absence measures used; and 7) the findings. Study findings are further categorized by factor. The summary tables are intended to serve as a reference document. It is hoped that the availability of this document will facilitate more integrative research on the subject of employee absenteeism.

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INTRODUCTION

The following report summarizes available research dealing with the causes and correlates of employee absenteeism in work organizations. In all, the results of 104 studies are reviewed. The impetus behind this summary arose out of a felt need to have recorded in one place the major details and findings of absenteeism research. While several reviews or partial reviews on the subject exist, relevant information concerning the nature and size of the samples, the measurement technique employed, and so forth, have often been omitted. Hence, it was believed that further research of a comprehensive nature on the topic of absenteeism would be facilitated by the availability of major study findings in tabular form for easy reference. Such is the purpose of this report.

For ease of presentation, the study findings are divided into seven categories. These categories are: 1) general job attitudes; 2) economic factors; 3) organization-wide factors; 4) immediate work environment factors; 5) job content factors; 6) personal factors; and 7) organizational change (or experimental) studies. Findings are further broken down within each of the seven categories to reflect various facets of each category.

For each table, the following information is presented: 1) the specific factor under study; 2) the investigators; 3) the nature of the sample; 4) the sample size; 5) whether the study was a group or individual design; 6) the types of absence measures used; and 7) the results.

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Extensive footnotes are employed where elaboration is necessary.

A major problem that has emerged in absenteeism studies is the use of divergent absence measures. This practice has apparently resulted in numerous contradictory findings that would have been avoided if similar measurement techniques had been employed. In order to highlight these differences, we have identified five different approaches to the measurement of employee absenteeism. These are: 1) frequency, or number of separate absence occasions; 2) total number of days absence; 3) sickness or certified absences; 4) uncertified or unauthorized absences; and 5) all other absence measures, which includes such measures as Monday-Friday absences.

No attempt is made here to present a model of employee absenteeism. Such a model is proposed, however, in a companion Technical Report by Steers and Rhodes (ONR Technical Report No. 14, University of Oregon, January 1978). This report, entitled "Major Influences on Employee Attendance: A Process Model," presents an attempted integration of the various findings reported here.

Because of the nature of reviews or summaries, a good deal of information must necessarily be condensed into tabular form. In doing so, many of the circumstances surrounding the various studies (or possible methodological errors) are obscured. As such, caution is in order in attempts to interpret these tables and it is recommended that primary sources be consulted when initiating a new study on a specific topic. Thus, the purpose of these tables is to provide general summary information and references to original sources. It is not the purpose of these tables to explain the reasons behind the findings or the situational or

methodological constraints that contributed to them.

It is hoped that the summary tables reported here will serve to stimulate research on absenteeism of a comprehensive nature, so we can move beyond the continued practice of reporting a series of bivariate correlations and move toward more sophisticated model development on the topic. By so doing, we clearly stand a better chance of understanding why people often avoid coming to work and what can be done to improve the situation.

KEY TO ABBREVIATIONS USED IN TABLES

1. In the third column of the tables that follow, a "G" after sample size indicates that the study used a group design instead of an individual design. Hence, the n reported is the number of groups, not individuals.

2. In the fourth column of the tables that follow, five different measures of employee absenteeism are identified that have been used in the various studies. These are as follows:

Code	Definition
F	Frequency, or number of separate absence occasions
T	Total number of days absent
S	Sickness or certified absences
U	Uncertified or unauthorized absence
0	All other absence measures

3. In the "Results" column, codes and their definitions are as follows:

Code	Definition
-	Significant negative relation between variable and absenteeism
+	Significant positive relation between variable and absenteeism
0	Non-significant relationship found between two variables under study
F	Female absenteeism
M	Male absenteeism
>	Greater than

SUMMARY TABLES OF

ABSENTEEISM STUDIES

Table 1. GENERAL JOB ATTITUDES

Factors & Investigators	Sample	n	Measure	Result
a. General job satisfaction				
Giese & Ruter (1949)	Retail sales personnel	25(G)	0	-
Kerr et al. (1951)	Production workers	19(G)	T,S	+
			U	-
			0	0
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	-
Talacchi (1960)	Departmental workers	42	0	-
Vroom (1962)	Canadian blue collar males	489	F	0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160	F	-
Waters & Roach (1973)	Female clerical workers	152[1]	F	-
Hrebiniak & Roteman (1973)	State government managers	40	T	-
Newman (1974)	Male & female nursing home staff	108	U	0
Dittrich & Carrell (1976)	Governmental clerical employees	19(G)	0	0
Nicholson et al. (1977b)	British blue collar males	95	0	-
Garrison & Muchinsky (1977)	Male & female white collar workers	195	0	0[2]
				-[3]
Ilgen & Hollenback (1977)	Female clerical workers	164	T,S,U	-
b. Organizational commitment				
Steers (1977)	Hospital employees	382	T	0
	Research scientists & engineers	119	T	-
c. Job involvement				
Vroom (1962)	Canadian blue collar males	489	F	0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	-
Siegel & Ruh (1973)	Blue collar workers	238	T	0

Factors & Investigators	Sample	n	Measure	Result
d. Intrinsic motivation				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	-
e. Behavioral intention				
Newman (1974)	Male & female nursing home staff	108	U	0

Table 2. ECONOMIC FACTORS

Factors & Investigators	Sample	n	Measure	Result
a. Wage rate				
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	-
Baumgartel & Sobol (1959)	Male & female white collar and female blue collar workers	3,900	T	0[4]
Fried et al. (1972)	Male factory workers	40(G)	T	-
Weaver & Holmes (1972)	Female government employees	286	T(S)	0
Bernardin (1977)	Male white collar sales workers	109	F	-
Beatty & Beatty (1975)	Black female hard core unemployed clerical workers	20	T	-[5]
b. Degree of incentive work				
Kerr et al. (1950)	Production workers	29(G)	T,S,0	+
			U,0	0
c. Overtime				
Gowler (1969)	British male hourly production workers	1(G)	T	+
Buck & Shimmin (1959)	British male operatives	32	F	0
Martin (1971)	British male light engineering workers	varies	S,U	+
	British female light engineering workers	varies	S,U	+
Flanagan (1974)	Industrial workers	NA(G)	T	0
d. Workers about to be laid off				
Owens (1966)	Male British railway repair workers	2(G)	U	+
Hershey (1972)	Manufacturing hourly paid workers	2(G)	F(S)	0

Factors & Investigators	Sample	n	Measure	Result
e. Unemployment level				
Behrend (1951)	British mineworkers	NA	NA	-
Behrend (1953)	British male factory workers	22(G)	0	-
	British female factory workers	13(G)	0	-
Crowther (1957)	British factory workers	18(G)	T	-
f. Length of work week				
Isambert-Jamati (1962)	French female production workers	3,697	F	+[5]
Flanagan (1974)	Industrial workers	NA(G)	T	+

Table 3. ORGANIZATION-WIDE FACTORS

Factors & Investigators	Sample	n	Measure	Result
a. Satisfaction with pay				
Metzner & Mann (1953)	White collar males	NA(G)	F	-
	White collar females	NA(G)	F	0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160[1]	F	0,-[6]
Waters & Roach (1973)	Female clerical workers	152[1]	F	0,-[6]
Newman (1974)	Male & female nursing home staff	108	U	0[7]
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0
Smith (1977)	Managers	27(G)	0	-[2,3]
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	0
Nicholson et al. (1977b)	British male blue collar workers	95	0	0
b. Satisfaction with pay equity				
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	0
Patchen (1960)	Oil refinery workers	487	F	-
Dittrich & Carrell (1976)	Governmental clerical employees	19(G)	T	-
c. Organizational control policies				
Morgan & Herman (1976)	Unionized blue collar workers	60	F	0

Factors & Investigators	Sample	n	Measure	Result
d. Satisfaction with promotion				
Metzner & Mann (1953)	White collar males	NA(G)	F	-
	White collar females	NA(G)	F	0
Patchen (1960)	Oil refinery workers	487	F	-
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160[1]	F	0
Waters & Roach (1973)	Female clerical workers	152[1]	F	0
Newman (1974)	Male & female nursing home staff	108	U	0
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0[7]
Smith (1977)	Managers	27(G)	0	-[2,3]
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	0
Nicholson et al. (1977b)	British male blue collar workers	95	0	0
e. Satisfaction with company policies and practices				
Metzner & Mann (1953)	White collar males	NA(G)	F	-
	White collar females	NA(G)	F	0
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	Female clerical workers	152[1]	F	0
f. Satisfaction with company				
Nicholson et al. (1977b)	British male blue collar workers	95	0	-
g. Organization size				
Ingham (1970)	Factory workers	8(G)	T,F	+
h. No. of different job titles in organization				
Indik (1965)	Delivery drivers	32(G)	T	+

Table 4. IMMEDIATE WORK ENVIRONMENT FACTORS

Factors & Investigators	Sample	n	Measure	Result
a. Work unit size				
Covner (1950)	Plant & office workers	38(G)	F	+[5]
Kerr et al. (1951)	British production workers	29(G)	T,S,U,0	0
Acton Society Trust (1953)	Factory workers	91(G)	NA	+
Hewitt & Parfitt (1953)	Factory workers	18(G)	T,F	+
Metzner & Mann (1953)	White collar men	NA(G)	F	0
	White collar women	NA(G)	F	0
	Blue collar men	NA(G)	F	0
Argyle et al. (1958)	Production departments	86(G)[8]	0	0
Revans (1958)	Blue collar workers	varied (G)	0	+
Baumgartel & Sobol (1959)	Blue & white collar workers	11(G)	T,F	+
Indik & Seashore (1961)	Factory workers	NA(G)	NA	+
Indik (1965)	Delivery drivers	32(G)	T	+
b. Satisfaction with supervision				
Metzner & Mann (1953)	White collar males	NA(G)	F	-
	Blue collar males	NA(G)	F	-
	White collar females	NA(G)	F	0
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	Female clerical workers	152[1]	F	0
Newman (1974)	Male & female nursing home staff	108	U	0
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0[9]
Smith (1977)	Managers	27(G)	0	-[2,3]
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	0
Nicholson et al. (1977b)	British male blue collar workers	95	0	0

Factors & Investigators	Sample	n	Measure	Result
c. Supervisory style				
Democratic supervision				
Argyle et al. (1958)	Production department	87(G)	0	-
General vs. close supervision				
Argyle et al. (1958)	Production department	87(G)	0	0
Pressure for production				
Argyle et al. (1958)	Production department	87(G)	0	0
Employee- vs. production-centered				
Argyle et al. (1958)	Production department	87(G)	0	0
Punitive vs. nonpunitive				
Argyle et al. (1958)	Production department	87(G)	0	0
d. Satisfaction with supervisory style				
Close supervision				
Hackman & Lawler (1971)	telephone operators, installers & repairmen	208	F	0
Human relations ability of supervisor				
Lundquist (1958)	Swedish factory workers	8(G) 8(G)	F,0 T,0	- 0
Technical & organizational skill				
Lundquist (1958)	Swedish factory workers	8(G) 8(G)	T,F,0 0	+ -

Factors & Investigators	Sample	n	Measure	Result
e. Supervision ratio				
Revans (1958)	Mine workers	830(G)	0	-
f. Satisfaction with co-workers				
Metzner & Mann (1953)	White collar males	NA(G)	F	-
	Blue collar males	NA(G)	F	-
	White collar females	NA(G)	F	0
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	0
Waters & Roach (1971)	Female clerical workers	160[1]	F	0,-[6]
Waters & Roach (1973)	Female clerical workers	152[1]	F	0[6]
Newman (1974)	Male & female nursing staff	108	U	0
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0[10]
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	0[2,3]
Nicholson et al. (1977b)	British male blue collar workers	95	0	-
g. Satisfaction with physical working conditions				
Waters & Roach (1971)	Female clerical workers	160[1]	F	0
Waters & Roach (1973)	Female clerical workers	152[1]	F	0
h. Friendship opportunities				
Kerr et al. (1951)	Production workers	29(G)	U	-
			T,F,S,0	0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0

Table 5. JOB CONTENT FACTORS

Factors & Investigators	Sample	n	Measure	Result
a. Job level				
Baumgartel & Sobol (1959)	White & blue collar males & females	NA(G)	T	-[5]
Isambert-Jamati (1962)	French male industrial workers	NA(G)	F	-[5]
	French female industrial workers	NA(G)	F	-[5]
Waters & Roach (1971)	Female clerical workers	160	F	-
Waters & Roach (1973)	Female clerical workers	152[1]	F	-
Hrebiniak & Roteman (1973)	State government managers	40	T	-[11]
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T(0)	0[2,3]
b. Satisfaction with work itself				
Kerr et al. (1951)	Factory workers	29(G)	T,0	+
			U	-
Metzner & Mann (1953)	Blue collar males	NA(G)	F	-
	White collar males & females	NA(G)	F	0
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	-
Indik (1965)	Delivery drivers	32(G)	T	-
Waters & Roach (1971)	Female clerical workers	160	F	-
Waters & Roach (1973)	Female clerical workers	152[1]	F	-
Newman (1974)	Male & female nursing home staff	108	U	-
Dittrich & Carrell (1976)	Governmental clerical employers	19(G)	0	-[7]
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0
Smith (1977)	Managers	27(G)	0	-[3]
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	-[2]
				0
Nicholson et al. (1977b)	British male blue collar workers	95	0	-

Factors & Investigators	Sample	n	Measure	Result
c. Autonomy				
Baumgartel & Sobol (1959)	Male blue collar workers	NA(G)	T,F	-
	Male white collar workers	NA(G)	T,F	0
	Female white collar workers	NA(G)	T,F	0
Turner & Lawrence (1965)	Blue collar workers	403	T	-
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	-
Hackman & Oldham (1976)	White & blue collar & professional employees in industrial and service organizations	658	T	-
d. Task identity				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	-
Hackman & Oldham (1976)	White & blue collar & professional employees in industrial and service organizations	658	T	0
e. Variety				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0[12]
Hackman & Oldham (1976)	White & blue collar & professional employees in industrial and service organizations	658	T	-
f. Feedback				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Hackman & Oldham (1976)	White & blue collar & professional employees in industrial and service organizations	658	T	0

Factors & Investigators	Sample	n	Measure	Result
g. Motivating potential score				
Frank & Hackman (1975)	Bank employees	28	U	-
Hackman & Oldham (1976)	White & blue collar & professional employees	658	T	-
h. Responsibility				
Baumgartel & Sobol (1959)	Male blue collar workers	NA(G)	T,F	-
	Male white collar workers	NA(G)	T	0
	Male white collar workers	NA(G)	F	+
	Female white collar workers	NA(G)	T,F	0
i. Satisfaction with responsibility				
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	Female clerical workers	152[1]	F	0
j. Satisfaction with sense of achievement				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160	F	-
Waters & Roach (1973)	Female clerical workers	90	F	-
		62	F	0
k. Satisfaction with PDM in job				
Hackman & Lawler (1971)	Telephone operators & clerks	208	F	0
l. Task repetitiveness				
Kilbridge (1961)	Male & female production workers	6(G)	T	0
m. Employee control over work pace				
Fried et al. (1972)	Male factory workers	40(G)	T	-

	Factors & Investigators	Sample	n	Measure	Result
n.	Employee control over corrections and adjustments				
	Fried et al. (1972)	Male factory workers	40(G)	T	-
o.	Employee control of flow of materials				
	Fried et al. (1972)	Male factory workers	40(G)	T	0
p.	Employee control of machine				
	Fried et al. (1972)	Male factory workers	40(G)	T	0
q.	Participation in decision making				
	Local level existing influence				
	Nicholson et al. (1977b)	British blue collar males	95	0	-
	Medium level existing influence				
	Nicholson et al. (1977b)	British blue collar males	95	0	0
	Distant level existing influence				
	Nicholson et al. (1977b)	British blue collar males	95	0	0

Table 6. PERSONAL FACTORS

Factors & Investigators	Sample	n	Measure	Result
a. Age				
Naylor & Vincent (1959)	Female clerical workers	220	T	0
Baumgartel & Sobol (1959)	Male blue collar workers	2,487	T,F	0,+[5,4]
	Male white collar workers	565	T,F	+[5]
	Female white collar workers	698	T,F	+[5]
	Female blue collar workers	148	T,F	+[5]
de la Mare & Sargean (1961)	Industrial workers	140	F,0	+
Sellett (1964)	Female factory workers	88	T(S)	0
			F	-
			T(0)	0
Cooper & Payne (1965)	Male manufacturing workers	392[13]	T,F(S,U)	+
Hill (1967)	British production workers	100	T(S)	+[5]
			F	-[5]
Martin (1971)	British male light engineering workers	48	U	-
	British male light engineering workers	44	S	+
	British female light engineering workers	42	U	-
	British female light engineering workers	34	S	+
Weaver & Holmes (1972)	Female government employees	286	T(S)	+
Flanagan (1974)	Industrial workers	NA(G)	T	0
Beatty & Beatty (1975)	Black female hard-core unemployed white collar	20	T	+,0[14]
Nicholson & Goodge (1976)	British female blue collar food processing workers	303	T	0
	British female blue collar food processing workers	303	F,U,0	-
Bernardin (1977)	Male blue collar sales workers	109	F	+
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	+[2],-[3]
Nicholson et al. (1977a)	British female sewing machine operators	407[10]	T	0
			F,0	mixed

Factors & Investigators	Sample	n	Measure	Result
Age cont.				
Nicholson et al. (1977a)	British male blue collar workers	815[11]	T	0
			F	-[15]
			0	-[15]
Isambert-Jamati (1962)	French male industrial workers	4,352	F	curvilinear[5]
	French female industrial workers	3,697	F	curvilinear[5]
Ilgen & Hollenback (1977)	Female clerical workers	166	S	0
			T,U	-
b. Tenure				
Metzner & Mann (1953)	White collar males	NA(G)	F	-
	Blue collar males	NA(G)	F	0
Hill & Trist (1955)	British factory workers	289	T	0[5]
			0[16]	0[5]
			0[17]	+[5]
Baumgartel & Sobol (1959)	Male & female white collar	1,263	T	+
	Blue collar males	2,487	T	curvilinear
	Blue collar females	148	T	+
Martin (1971)	British male light engineering workers	varied	S,U	+
	British female light engineering workers	varied	S,U	0
Waters & Roach (1971)	Female clerical workers	160	F	-
Weaver & Holmes (1972)	Female government employees	286	T(S)	0
Waters & Roach (1973)	Female clerical workers	62	F	0
	Female clerical workers	90	F	-
Nicholson & Goodge (1976)	British female blue collar food processing workers	303	T	0
			F,U,0	-[18]
Bernardin (1977)	Male white collar sales workers	109	F	-
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	+[2],-[3]
Nicholson et al. (1977a)	British female sewing machine operators	407	T	0
			F,0	mixed
	British male blue collar workers	815[19]	T	0
	British male blue collar workers	815[11]	F,0	mixed

Factors & Investigators	Sample	n	Measure	Result
c. Family size				
Naylor & Vincent (1959)	Female clerical workers	220	T	+[5]
Isambert-Jamati (1962)	French female industrial workers	3,697	F	+[5]
Beatty & Beatty (1975)	Black female hard-core unemployed	20	T	+[5]
Nicholson & Goodge (1976)	British female blue collar food workers	303	F,U,0	+
			T	0
Ilgen & Hollenback (1977)	Female clerical workers	166	T(S)	0
			T(0)	+
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	0[2]
d. Travel distance				
Knox (1961)	Argentine male blue collar workers	3(G)	0	+[5]
Isambert-Jamati (1962)	French female industrial workers	3,697	F	+[5]
	French male industrial workers	4,352	F	0[5]
Hill (1967)	British production workers	100	S,0	0
Martin (1971)	British male & female light engineering workers who started or left during study	varied	U	+
	British male light engineering workers	varied	S,U	+
	British female light enginerring workers	varied	S,U	0
Nicholson & Goodge (1976)	British female blue collar food workers	343	T,F,U,0	0
e. Sex				
Covner (1950)	Plant & office workers	868	F	F > M
Kerr et al. (1951)	British production workers	29(G)	T,S	F > M
			U	M > F
			0	0
Kilbridge (1961)	Production workers	946	T	F > M[5]
Isambert-Jamati (1962)	French industrial workers	8,049	F	F > M[5]
Yolles et al. (1975)	Female hospital workers	NA	NA	F > M
Flanagan (1974)	Industrial workers	NA(G)	T	F > M
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	F > M
	Male & female white collar workers	195	T	0[3]

Factors & Investigators	Sample	n	Measure	Result
f. Marital status				
Naylor & Vincent (1959)	Female clerical workers	220	T	0
Martin (1971)	Male & female light eingineering workers	NA	S,U	0
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	Female clerical workers	62	F	0
	Female clerical workers	90	F	0
Nicholson & Goodge (1976)	British female production workers	varies	T,F,U,0	0[4]
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	0[2], -[3]
g. Anxiety				
Sinha (1963)	Industrial workers	110	T	+
Bernardin (1977)	Male white collar sales workers	109	F	+
h. Financial responsibility				
Buck & Shimmin (1959)	British male operatives	32	F	0
i. Race				
Flanagan (1974)	Industrial workers	NA(G)	T	nonwhite > white
j. Education				
Waters & Roach (1971)	Female clerical workers	160	F	0
Weaver & Holmes (1972)	Female government employees	286	T(S)	0
Waters & Roach (1973)	Female clerical workers	152[1]	F	0
k. Prior job-related training				
Weaver & Holmes (1972)	Female government employees	286	T(S)	-

Table 7. ORGANIZATIONAL CHANGE STUDIES

	Factors & Investigators	Sample	n	Control Group	Measure	Result
a.	Alcoholic rehabilitation program					
	Alander & Campbell (1975)	Hourly alcoholic workers	2(G)	Yes	T,0	-[5]
b.	Training managers/ supervisors					
	Copenhaver (1973)	Food service workers	1(G)	No	NA	-[5]
	Wexley & Nemeroff (1975)	Medical center employees	3(G)	Yes	0	-
c.	Orientation program					
	Rosen & Turner (1971)	Black hard-core unemployed	2(G)	No	0	0[5]
	Smith (1972)	Blue collar workers	2(G)	Yes	T,0	-[5]
d.	Introduction of performance appraisal & feedback					
	Kim & Hamner (1976)	Male & female blue collar unionized employees	4(G)	No	T	0
e.	Introduction of goal setting					
	Ivancevich (1974a)	Blue collar & sales workers	3(G)	Yes	T	-
	Latham & Kinne (1974)	Logging crews	2(G)	Yes	0	-
	Wexley & Nemeroff (1975)	Medical center employees	3(G)	Yes	0	-
	Kim & Hamner (1976)	Male & female blue collar unionized employees	4(G)	No	T	0

Factors & Investigators	Sample	n	Control Group	Measure	Result
f. Introduction of rewards for attendance					
Lawler & Hackman (1969)	Custodians	5(G)	Yes	T	-[5]
Nord (1970)	Retail store employees	1(G)	No	T	-[5]
	School teachers	1(G)	No	0	-
Scheflen et al. (1971)	Custodians	5(G)	Yes	T	-[5]
Tjersland (1972)	Telephone company employees	2(G)	Yes	0	-[5]
				F	0[5]
Pedalino & Gamboa (1974)	Unionized assembly line workers	5(G)	Yes	T	-
Johnson & Wallin (1976)	Production & office workers	1(G)	No	T	-
g. Change in supervisory methods					
Bragg & Andrews (1973)	Unionized workers	3(G)	Yes	NA	-[5]
Copenhaver (1973)	Food service workers	1(G)	No	NA	-
Wexley & Nemeroff (1975)	Medical center employees	3(G)	Yes	0	-
Powell & Schlacter (1971)	Highway construction & electrical crews	6(G)	No	T(S)	+
h. Change in work schedule					
Steward & Larsen (1971)	Blue collar workers	1(G)	No	NA	+[5]
Pocock et al. (1972)	British blue collar workers	1(G)	No	F(S,U)	+
				F(0)	0[5]
Tjersland (1972)	Telephone company employees	2(G)	Yes	0	-[5]
				F	-[5]
Nord & Costigan (1973)	Non-unionized blue collar employees	1(G)	No	T	-[5]
Golembiewski et al. (1974)	R & D employees	3(G)	Yes	T	-[5]
				0	+[5]
Greene (1974)	Psychiatric professionals & staff	1(G)	No	0	-[5]
Ivancevich (1974b)	Manufacturing workers	2(G)	Yes	U	0[5]
Robison (1976)	Managerial, blue collar & white collar employees	1(G)	No	0	-[5]

Factors & Investigators	Sample	n	Control Group	Measure	Result
i. Change from hourly to salary					
Hulme & Bevan (1975)	Blue collar workers	5(G)	No	NA	+[5]
Glaser (1976)	Donnelly Mirrors employees	1(G)	No	NA	-[5]
j. Introduction of participation in decision-making					
Smith & Jones (1968)	Manufacturing workers	5(G)	Yes	T,F	-[5]
Lawler & Hackman (1969)	Custodians	5(G)	Yes	T	-
Oster (1970)	Black male & female press operators	2(G)	Yes	NA	-
Scheflen et al. (1971)	Custodians	5(G)	Yes	T	-
Powell & Schlacter (1971)	Highway construction & electrical crews	6(G)	No	T(S)	+[5]
Bragg & Andrews (1973)	Manufacturing workers	3(G)	Yes	NA	-
k. Job or sociotechnical system redesign					
Trist et al. (1965)	Coal miners	2(G)	Yes	S,U,0	-[5]
Davis & Valfer (1966)	Civilian production workers on military base	11(G)	Yes	NA	0
Ford (1969)	Female clerical workers	5(G)	Yes	0	-[5]
Beer & Huse (1972)	Female non-union assembly workers	1(G)	No	NA	-[5]
Smith (1972)	Blue collar workers	2(G)	Yes	T,0	-[5]
Ketchum (1972)	Blue collar workers	1(G)	No	NA	-[5]
Copenhaver (1973)	Food service workers	1(G)	No	NA	-[5]
Lawler et al. (1973)	Telephone operators	1(G)	No	NA	-[5]
King (1974)	Clothing pattern workers	8(G)	Yes	T	0[20]
Frank & Hackman (1975)	Bank employees	4(G)	Yes	U	0
Gomez et al. (1975)	Female clerical workers	1(G)	No	NA	0[5]
Hackman et al. (1975)	Keypunch operators, leaders & alternates	2(G)	Yes	0	-[5]
Hautaluoma & Gavin (1975)	Managerial, white & blue collar workers	1(G)	No	0	-[5]
Malone (1975)	Electrical instrument employees	1(G)	No	NA	0[5]
Spiegel (1975)	City welfare department	1(G)	No	NA	-[5]
Glaser (1976)	Blue collar workers	varies(G)	No	NA	-[21],0[22]

	Factors & Investigators	Sample	n	Control Group	Measure	Result
	Job or sociotechnical system redesign cont.					
	Locke et al. (1976)	Federal government clerical workers	6(G)	Yes	T	-[5]
	World of Work Report (1977)	Swedish manufacturing workers	2(G)	Yes	NA	-[5]
1.	Change in work assignments					
	Melbin (1961)	Male psychiatric aides	136	No	0	+
m.	Introduction of absenteeism control system					
	Seatter (1961)	Production workers	NA	No	T(0)	-[5]
	Rosen & Turner (1971)	*Black hard core unemployed*	2(G)	No	0	0
	Baum & Youngblood (1975)	University students in classroom situation	2(G)	Yes	0	-
	Nicholson (1976)	Female food processing workers	1(G)	No	T S U	0[5] +[5] -[5]

FOOTNOTES

1. Sample of 152 includes subjects from 2 separate studies.
2. Paid absence.
3. Unpaid absence.
4. Effects of age and seniority are partialled out.
5. Significance level not reported.
6. Two scales measuring co-worker satisfaction.
7. Results generalized based on 3 absence measures in 16 organizations. In 6 out of 48 cases a negative relationship was found.
8. Result from 5 separate studies.
9. Results generalized based on 3 absence measures in 16 organizations. In 2 out of 48 cases a negative relationship was found.
10. Results generalized based on 3 absence measures in 16 organizations. In 7 out of 48 cases a negative relationship was found.
11. When satisfaction is partialled out, the correlation between job level and absence is not significant.
12. Relationship between variety and absence is negative for those rating high on higher order need strength.
13. In 2 out of 3 firms.
14. Two different time periods.
15. In 8 out of 12 cases.
16. Sanctioned absence.
17. Unsanctioned absence.
18. Effects of pay and age are partialled out.
19. 12 separate organizations.
20. Absenteeism levels were relatively low prior to intervention.
21. 3 separate studies.
22. 1 study.

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